

# **The Role of Coercive and Non-coercive Influence Tactics in Sales Manager/Marketing Manager Working Relationships**

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## **Abstract**

**This study examines the effects of coercive and non-coercive influence tactic use in Sales Manager/Marketing Manager working relationships. These influence tactics are used to predict the level of manifest influence of the manager using the tactic, and the effectiveness of these managers' working relationships. The findings reveal that not all of the tactics increase one's influence. Those that do are threats, rational persuasion, and consultation, though the use of threats comes at a large cost to the effectiveness of the relationship. The tactics which are most appropriate are those which are built on engagement with the peer manager, rather than an attempt to secure cooperation or compliance through more formal, or coercive means.**

*Keywords: Marketing/Sales relationships; Influence tactics*

*Track: Retailing and Sales*

## **1.0 Introduction**

Effective Sales Manager/Marketing Manager “cross-functional working relationships” (“Sales/Marketing CFRs”) are important to modern firms, given the role these managers play in delivering value to external customers. Recent empirical research for example has linked effective Sales/Marketing CFRs with superior value creation, and market performance (cf. Guenzi & Trollo 2007). Sales Managers and Marketing Managers however can have differing priorities, conflicting objectives and ineffective CFRs (Kotler et al., 2006). Despite this, they need to work together, and at times influence or change the other's opinions and behaviors. One means by which this can be achieved is via proactive “influence tactics” used by an “agent” on a “target” manager (cf. Yukl, 2002). These tactics come in two main forms (i) coercive (e.g., threats), and (ii) non-coercive (e.g., rational persuasion), and both forms are examined here. Influence tactics are important because a manager's effectiveness is determined, at least in part, by their level of informal influence within the firm (Yukl, 2002).

This study examines the effects of these tactics on two dependent variables. First, the *manifest* (i.e., actual) *influence* of the manager using the tactic, and second, the *perceived effectiveness* of the Sales/Marketing CFR. Manifest influence is included because it is a “traditional” outcome variable in influence research (Atuahene-Gima & De Luca, 2008), and perceived relationship effectiveness is included because effective CFRs are associated with a wide range of positive organizational outcomes (cf. Massey and Kyriazis 2007; Guenzi and Trollo 2007).

## **2.0 Theoretical Framework**

The main theoretical framework underlying this study is sociopolitical theory (cf. Atuahene-Gima & Evangelista, 2000), which recognizes that CFRs are inherently political, and that departmental managers are self-interested, and seek to increase their power and influence within the firm (cf. Frost & Egri, 1991; Maute & Locander, 1994). As managers have their own (often conflicting) goals and priorities, their struggles for power amongst

functional coalitions give rise to the use of intra-firm influence tactics (cf. Atuahene-Gima and De Luca 2008).

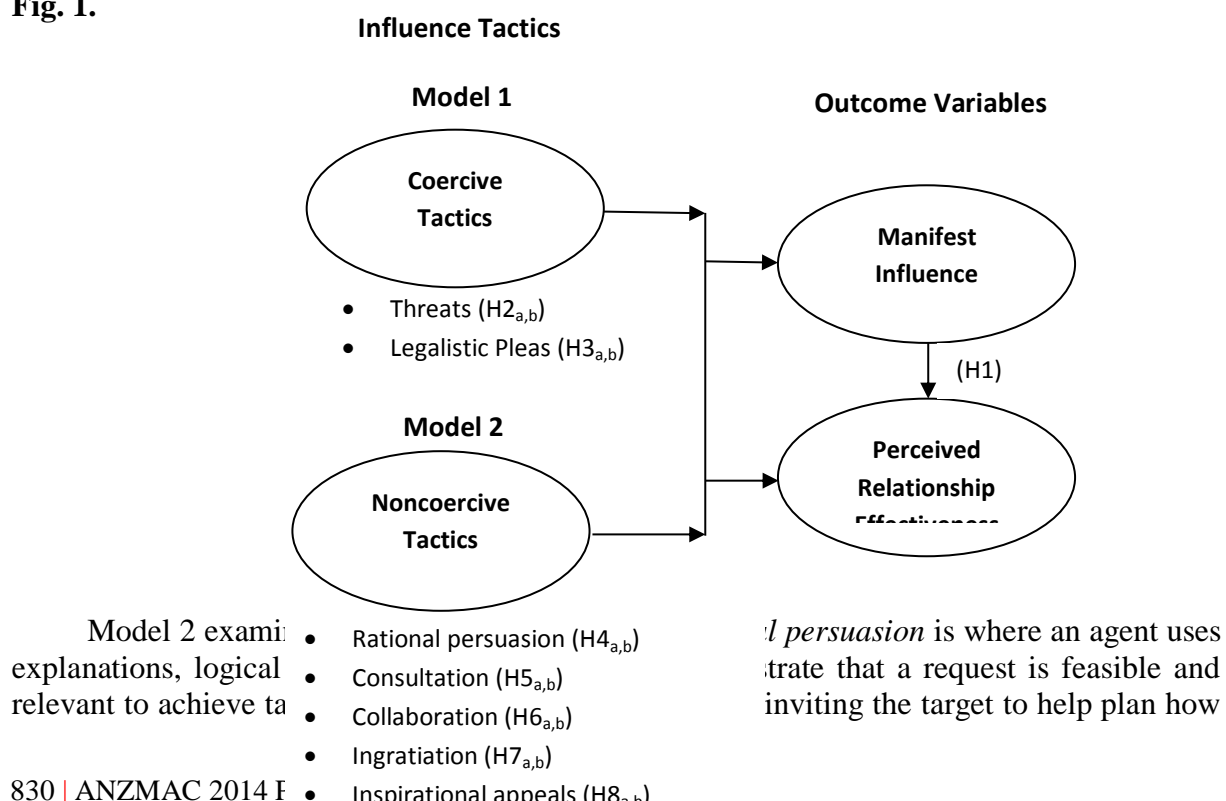
### 3.0 Conceptual Models

This study tests two models. Model 1 examines the effects of two coercive influence tactics (*threats*, and *legalistic pleas*) on *manifest influence* and *perceived relationship effectiveness*. Model 2 differs only in respect of the influence tactics examined, as it replaces the two coercive tactics used in Model 1 with five non-coercive influence tactics (*rational persuasion*, *consultation*, *collaboration*, *ingratiation*, and *inspirational appeals*).

**3.1 Outcome Variables:** *Manifest influence* is defined as the actual effect a manager had on a specific decision (cf. Atuahene-Gima & De Luca, 2008), e.g., changing the opinions or behaviors of other managers. Ruekert and Walker's (1987) landmark article on Marketing's CFRs argued that influence is associated with greater resource, work, and assistance flows between departments, hence the relevance of manifest influence to this current study. *Perceived relationship effectiveness* is drawn from Van de Ven (1976), and defined as the extent to which a manager perceives their working relationship to be worthwhile, equitable, productive, and satisfying. Recent empirical evidence suggests that effective Sales/Marketing CFRs are positively associated with superior value creation and market performance (Guenzi & Troilo 2007), justifying its inclusion in the research models.

**3.2 Independent Variables: Influence Tactics:** "Agent" managers may attempt to secure compliance or cooperation from targets via influence tactics. These tactics can be categorized into "hard"/coercive tactics, and "soft"/non-coercive tactics. Model 1 examines two coercive tactics—*threats* and *legalistic pleas*. *Threats* involve an agent indicating that they will apply negative sanctions if the target fails to perform a desired action. *Legalistic pleas* involve the agent citing a legalistic, contractual, or informal agreement requiring or suggesting the target perform a certain action (cf. Frazier & Summers 1984).

**Fig. 1.**



to carry out a request, or implement a change. *Collaboration* involves the agent offering to provide the target with resources or assistance necessary to carry out the request. *Ingratiation* involves agents giving compliments, doing unsolicited favors, being deferential, respectful and friendly in order to make the target feel better about the agent. Last, *inspirational appeals* involve agents seeking compliance or cooperation by appealing to a target's emotions or needs, values, hopes, and ideals. Non-coercive tactics are included because they are the most frequently used, and likely to be effective in peer manager relationships (Yukl, 2002) such as Sales/Marketing CFRs.

#### 4.0 Hypotheses Development

##### *Effects of Manifest Influence on Perceived Relationship Effectiveness*

A resource dependence view of firms suggests that managers with high influence are likely to be effective in securing resources (cf. Kohli, 1989). Interdependent Sales Managers/Marketing Managers are therefore likely to perceive their CFR with an influential manager to be effective because that manager will tend to share resources with them. This is likely because these managers recognize their need to build effective cross-functional coalitions (cf. Conrad, 1990). Second, Sales Managers/Marketing Managers have relatively high domain similarity, and as Ruekert and Walker (1987) argued, there is a positive relationship between domain similarity and resource flows between managers. Hence where a Sales Manager's/Marketing Manager's manifest influence is high, their counterpart manager is likely to benefit from their influence, and therefore to perceive their CFR to be effective. We therefore hypothesize:

H1: As the Sales Manager's/Marketing Manager's manifest influence increases, the perceived effectiveness of the CFR will increase.

##### *Effects of Coercive and Non-coercive Influence Tactics on Manifest Influence*

Space limitations prevent the development of each hypothesis linking the influence tactics to the dependent variables. However, the directions of these hypotheses are all likely to be consistent. Turning first to the effects of these tactics on manifest influence, regardless of whether the tactic is coercive or non-coercive, all are intended to increase the agent's manifest influence (cf. Yukl, 2002; Yukl and Tracey, 1992). Indeed managers only use tactics that they believe will work, i.e., change a target's behavior (Venkatesh et al., 1995). We therefore hypothesise:

H2,3,4,5,6,7,8a: When the Sales Manager/Marketing Manager employs a coercive/non-coercive influence tactic, the manifest influence of that manager will increase.

##### *Effects of Coercive and Non-coercive Influence Tactics on Relationship Effectiveness*

We would expect the effects of these two forms of tactic on relationship effectiveness to differ. The effects of the coercive influence tactics are likely to be negative, because targets perceive them to be socially unacceptable, particularly threats (Yukl, 2002). Because threats are confrontational, they can lead to negative psychosocial outcomes in CFRs (Fisher et al., 1997). Moreover, because they are non-task oriented, and can be construed as a personal attack, they are likely to reduce a target's perceived relationship effectiveness. Hence threats are generally inappropriate because targets will resent the agent's use of coercion (Yukl et al., 1993). Similarly, while legalistic pleas are less confrontational than threats, they are still likely to reduce relationship effectiveness, because their use alludes to costs to the target associated with violating the norms or statutes of the firm or decision-making group (Frazier

& Summers 1984). Hence while legalistic pleas are task oriented, they still carry implicit threats about the consequences of non-compliance, and their use is likely to carry strong personal overtones. We therefore hypothesize:

*H2,3b:* The use of threats and legalistic pleas by a Sales Manager/Marketing Manager leads to lower relationship effectiveness

In contrast, non-coercive tactics are likely to be positively associated with relationship effectiveness, because they are a more socially acceptable tactic. Rational persuasion, consultation, and collaboration for example are participatory tactics in which targets are presented with logical arguments, offers of help, or invitations to help implement a target's request. Even tactics tapping into a target's positive emotions, e.g., to make the target feel better about the agent (ingratiation), or tapping into a target's values (inspirational appeals) are socially acceptable, and one of the determinants of whether a tactic is likely to be successful is its social acceptability (Yukl, 2002). Hence such tactics should be associated with greater perceived relationship effectiveness. We therefore hypothesize:

*H4,5,6,7,8b:* The use of rational persuasion, consultation, collaboration, ingratiation, and inspirational appeals leads to greater relationship effectiveness

## **5.0 Methodology**

### *5.1 Sampling and Data Collection*

The two sampling frames were generated from proprietary mailing lists. The sample for Model 1 (n=125) consisted of UK and Australian firms, with Sales Managers acting as key informants on their CFR with the Marketing Manager (net response rate = 20.3%). The sample for Model 2 (n=73) consisted of Marketing Managers from Australian firms reporting on their CFR with the Sales Manager (net response rate = 25.2%). Data was collected using a pretested, self-administered, mailed questionnaire.

### *5.2 Operational Measures and Measure Refinement*

The two coercive tactics were drawn from the Profiles of Organizational Influence Strategies work (i.e., Kipnis et al., 1980), and the non-coercive tactics were taken from the more recent Influence Behavior Questionnaire studies (e.g., Yukl and Tracey, 1992). All scales are reflective multi-item measures. Principal components analysis revealed that all reflective scales were unidimensional. Partial least squares (PLS) was used to estimate the measurement and structural models, specifically, *SmartPLS 2.0* (Ringle et al., 2005). Analysis of the measurement diagnostics for Model 1 suggested that the items are adequate indicators of the latent variables. Convergent validity was established because the t-statistics for each item were all were statistically significant (Anderson & Gerbing, 1988), and the average variance extracted (AVE) for each construct exceeded .50 (Fornell & Larcker, 1981).

Discriminant validity was established as the AVE for each construct in a test pair was greater than the square of the correlation between those two constructs (Fornell and Larcker, 1981), all pairs of variables passed this test. Also, no item loaded higher on another construct than it did on the construct it intends to measure (Chin, 1998). Last, reliability was established because the composite reliabilities of the multi-item measures ranged from .88 to .93, and that it was appropriate to proceed to model testing.

## **6.0 PLS Structural Model Testing Results and Discussion**

PLS was used to estimate the structural models, and the results are presented below. The result for H1 linking a manager's manifest influence to perceived relationship effectiveness was supported in Model 1 (Sales Managers reporting on the manifest influence of the Marketing Manager), but not for Model 2 (Marketing Managers' perceptions of the Sales Manager's manifest influence). So when a Sales Manager perceives the Marketing Manager to have high influence, this is associated with higher relationship effectiveness. In contrast, when a Marketing Manager perceives their counterpart Sales Manager to have high manifest influence, this does not impact on relationship effectiveness. One explanation for this is that Sales Managers are more dependent on the Marketing Manager, for example, Marketing providing Sales with selling tools or advertising and promotional support. Hence where a Sales Manager worked with a highly influential Marketing Manager, they would be likely to receive greater support and resources from that manager, and perceive their relationship with that manager to be effective.

**Table 1. PLS Model Testing Results - Model 1**

Linkages in the Model	Hyp.#	Hyp Sign	Std Beta (t-stat)
<b>Study 1: Sales Managers</b>			
Manifest Influence → Relationship Effectiveness	H1	+	.411 (3.9142)***
Threats → Manifest Influence	H2a	+	.335 (2.3701)**
Threats → Relationship Effectiveness	H2b	–	-.343 (2.6543)**
Legalistic Pleas → Manifest Influence	H3a	+	-.100 (0.7116)
Legalistic Pleas → Relationship Effectiveness	H3b	–	-.192 (1.7519)*
<b>R<sup>2</sup> for PRE = .326</b>		<b>R<sup>2</sup> for Manifest Influence = .072</b>	

† = sig < .10; \* = sig < .05; \*\* = sig < .01; \*\*\* = sig < .001

**Table 2. PLS Model Testing Results - Model 2**

Linkages in the Model	Hyp.#	Hyp Sign	Std Beta (t-stat)
<b>Study 2: Marketing Managers</b>			
Manifest Influence → Relationship Effectiveness	H1	+	-.027 (0.3071)
Rational Persuasion → Manifest Influence	H2a	+	.365 (2.6322)**
Rational Persuasion → Relationship Effectiveness	H2b	+	.543 (3.9798)***
Consultation → Manifest Influence	H3a	+	.241 (1.7230)*
Consultation → Relationship Effectiveness	H3b	+	-.031 (0.2143)
Collaboration → Manifest Influence	H4a	+	.032 (0.2023)
Collaboration → Relationship Effectiveness	H4b	+	.310 (2.1730)*
Ingratiation → Manifest Influence	H5a	+	-.161 (1.3666)†
Ingratiation → Relationship Effectiveness	H5b	+	-.041 (0.3449)
Inspirational Appeals → Manifest Influence	H6a	+	.082 (0.7005)
Inspirational Appeals → Relationship Effectiveness	H6b	+	.070 (0.7230)
<b>R<sup>2</sup> for PRE = .574</b>		<b>R<sup>2</sup> for Manifest Influence = .290</b>	

† = sig < .10; \* = sig < .05; \*\* = sig < .01; \*\*\* = sig < .001

Turning now to the effects of the coercive influence tactics on manifest influence, the results are mixed. The use of threats strongly increases an agent's influence, but in the process, has very damaging effects on the relationship, as threats strongly reduce relationship



effectiveness. The managerial implications of this result are clear, i.e., threats should only be used rarely, or as a last resort, as they severely damage CFRs. Perhaps the only circumstances in which threats should be considered are where initial non-coercive influence attempts have repeatedly failed, and there is great urgency associated with securing compliance or cooperation to complete the task. The effects of legalistic pleas are somewhat different, as they do not increase an agent's influence, though their use is associated with a decrease in relationship effectiveness. Again, these results suggest it is unwise to use coercive influence tactics due to their potential to damage CFRs.

In Model 2, only two of the non-coercive tactics increased Sales Managers' manifest influence, rational persuasion, and consultation. In addition, only one other non-coercive tactic had a positive effect within the Sales/Marketing CFR, i.e. collaboration. The reason for this is most likely that all of these influence tactics are bilateral in nature: rational persuasion involves argument and dialogue, consultation involves seeking others' views, and collaboration involves offering assistance. Hence such influence attempts are built on engagement with the peer manager, rather than an attempt to secure cooperation or compliance through more formal, or coercive means.

An important implication of these findings is that Sales Managers/Marketing Managers should be prudent in their choice of influence tactics. Firstly, because few appear to increase an agent's manifest influence, many influence attempts may therefore be wasted. The only tactics which simultaneously seem both effective, and unlikely to damage the relationship, are rational persuasion, consultation, and collaboration. This suggests that they should be a manager's first, and most frequently used tactics if they wish to increase their intra-firm influence. In addition, rational persuasion increases the perceived effectiveness of the relationship, as does collaboration, which suggests that the use of these tactics alone, or in combination can significantly improve the quality of Sales/Marketing CFRs in business-to-business firms. Importantly, managers should avoid using tactics such as threats as they damage the CFR. Although they may increase a manager's manifest influence in the short term, and this may be important to achieve an urgent task at hand, they also significantly reduce the perceived effectiveness of that CFR over the long term. Similarly, whilst legalistic pleas do not increase an agent's manifest influence, their use can decrease the effectiveness of the CFR, and should therefore be avoided.

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## INFORMATION ON COMPETITIVE PAPERS

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Submissions close: 30<sup>th</sup> June, 2014

Authors notified of outcome: 31<sup>st</sup> August, 2014

It is a condition of acceptance of the paper that at least one of the authors must attend the conference and present the paper. However to provide maximum numbers of marketing educators the opportunity to participate, no author may present more than two papers at the conference. Competitive papers must be submitted for review in only one (1) track. Authors should identify the most suitable track. If multiple entries of the same paper are sent to more than one track the Proceedings Chair will nominate the track in which the paper will be reviewed. We reserve the right to shift your paper to a different track if we deem it more appropriate.

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Spacing: Single Spaced, with one blank line between paragraphs.

Abstract: Maximum of 150 words

Title: No more than 2 lines of text

Total length: 7 pages (including title, abstract, main body, tables and references)

Referencing style: Australasian Marketing Journal format

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# Welcome from the Conference Chair



Welcome to the ANZMAC 2014 Conference!

On behalf of Griffith University, our colleagues within Social Marketing @ Griffith, Griffith University's Department of Marketing, and the local organising team, we are delighted that you are able to participate in ANZMAC 2014.



This year's conference attracted nearly 500 submissions from 36 countries. More than 200 submissions came from overseas, from countries as remote as Portugal, Norway and Brazil showcasing the truly international field attracted to ANZMAC. Three hundred and eighty-two papers were accepted for presentation, giving an acceptance rate of 79%. In addition 22 posters and 7 special session proposals were submitted to ANZMAC 2014, providing further insight into some of the emerging issues in marketing. We were very impressed with the standard and diversity of the submissions, which should make for a high-quality and memorable event. We are confident that regular ANZMAC attendees will enjoy this year's conference location, and would like to extend a special welcome to our international colleagues travelling from afar and those attending an ANZMAC Conference for the first time.



The theme for ANZMAC 2014 is Agents of Change. ANZMAC 2014 showcases how marketing has been used effectively as an agent of change in both social and commercial settings. Marketers have long been recognised for their ability to stimulate demand, assisting corporations to sell products, services and ideas in ever-increasing quantities and/or with improved efficiencies. Informed by the marketing discipline, social marketing is developing an increasing evidence base demonstrating its effectiveness in changing behaviours for social good. Increasingly, governments and non-profit agencies across the globe are recognising marketing's potential as an agent of change.

The first day of the conference will begin at the site of the G20 Summit, namely the Brisbane Convention and Exhibition Centre. Professor Gerard Hastings, OBE will open the conference with a thought provoking presentation on the need for marketers to empower people to demand the changes needed to reduce damage to themselves and their planet. Gerard is the first UK Professor of Social Marketing and founder/director of the Institute for Social Marketing and Centre for Tobacco Control Research, at Stirling and the Open University. Gerard researches the applicability of marketing principles like consumer orientation, branding and strategic planning to the solution of health and social problems. Gerard also conducts critical marketing research into the impact of potentially damaging marketing, such as alcohol, tobacco and fast food promotion.

Our Monday evening involves a welcome reception that will be hosted by the Shore Restaurant and Bar at the centre of Brisbane's premier culture and entertainment precinct - South Bank. We would like to encourage you to explore the area throughout your stay in Brisbane, try one of South Bank's restaurants or enjoy an early morning swim in Australia's only inner-city, man-made beach. For the Wednesday evening gala we will return to the Brisbane Convention and Exhibition Centre to enjoy a dinner, drinks and live music.

We would like to thank the many individuals who willingly donated their time and effort to assist in organising the ANZMAC 2014 Conference in Brisbane. Firstly, our thanks go to all submitting authors who chose our annual conference as the way to share their research and ideas with the ANZMAC community and the wider community of marketing scholars. Without their continuous support we would never be able to stage such a successful conference. Secondly, we would like to acknowledge thirty Track Chairs who encouraged the submission of many papers and helped with the review process. In particular, we would like to acknowledge the many reviewers who gave up a considerable amount of time to review the papers submitted to the conference. Their time and expertise were critical in developing the conference program. Thirdly, we also would like to thank our local organising team, and in particular Victoria Aldred from the ANZMAC Office and two ANZMAC 2014 Conference Administrative Assistants - Bo Pang and Francisco Crespo Casado - for their assistance with many administrative tasks at various stages during the

conference organising process. They have been working tirelessly ten days a week. Last but not least, all our sponsors deserve a special thank you for providing additional support to make ANZMAC 2014 possible. The ANZMAC 2014 Conference would have not been possible without their generous support.

We hope you will enjoy a stimulating and rewarding conference and experience all the benefits of Brisbane's early summer.

**Professor Sharyn Rundle-Thiele, Dr Krzysztof Kubacki and Dr Denni Arli  
Conference Co-Chairs**



# Track Chairs

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## Marketing Communications



Dr Lisa Schuster,  
Griffith University



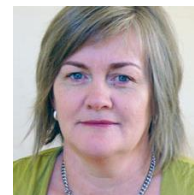
Dr Kerri-Ann Kuhn,  
QUT

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## Brands and Brand Management



Dr Daragh O'Reilly,  
Sheffield University



Professor Anne-Marie Hede,  
Victoria University

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## Consumer Behaviour



Professor Elizabeth Parsons,  
The University of Liverpool



Dr Benedetta Cappellini,  
Royal Holloway, University of  
London

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## Social Marketing



Dr Marie-Louise Fry,  
Griffith University



Professor Linda Brennan,  
RMIT

---

## Marketing Education



Dr Angela Dobeles,  
RMIT



Professor Don Bacon,  
Daniels College of Business

---

Market  
Research



Professor Clive Boddy,  
Middlesex University



Dr Joy Parkinson,  
Griffith University

---

Retailing and  
Sales



Dr Paul Ballantine,  
University of Canterbury



Professor Andrew Parsons,  
Auckland University of  
Technology

---

International  
Marketing



Dr Sussie Morrish,  
University of Canterbury



Professor Andrew McAuley,  
Southern Cross University

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Services  
Marketing



Dr Cheryl Leo,  
Murdoch University



Professor Jill Sweeney,  
University of Western Australia

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Distribution



Dr Owen Wright,  
Griffith University



Dr Anna Watson,  
University of Hertfordshire

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Digital  
Marketing and  
Social Media



Robin Croft,  
University of Bedfordshire



Dr Dirk vom Lehn,  
King's College London

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Industrial  
Marketing



Greg Brush,  
University of Western Australia



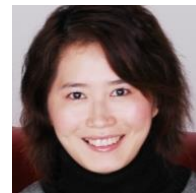
Dr Sharon Purchase,  
University of Western Australia

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Sustainable  
Marketing



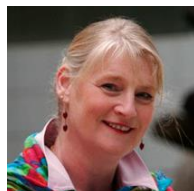
Associate Professor Angela  
Paladino,  
The University of Melbourne



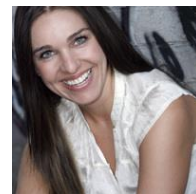
Dr Jill Lei,  
The University of Melbourne

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Consumer  
Culture Theory



Dr Jan Brace-Govan,  
Monash University



Dr Lauren Gurrieri,  
Swinburne University of  
Technology

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Food Marketing



Associate Professor Meredith  
Lawley,  
University of Sunshine Coast



Dr Dawn Birch,  
Bournemouth University

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# Keynote Speaker

## Moving Beyond Behaviour Change: a 21st Century Agenda for Social Marketing

Professor Gerard Hastings, University of Stirling, United Kingdom



Gerard Hastings is the first UK Professor of Social Marketing and founder/director of the Institute for Social Marketing ([www.ism.stir.ac.uk](http://www.ism.stir.ac.uk)) and Centre for Tobacco Control Research ([www.ctcr.stir.ac.uk](http://www.ctcr.stir.ac.uk)) at Stirling and the Open University. He researches the applicability of marketing principles like consumer orientation, branding and strategic planning to the solution of health and social problems. He also conducts critical marketing research into the impact of potentially damaging marketing, such as alcohol, tobacco and fast food promotion.

# ANZMAC 2014 Conference Program Outline

MONDAY 1 DECEMBER 2014

Welcome and keynote address | Brisbane Convention and Exhibition Centre

7.30-8.45 am      Conference Registration  
Boulevard Auditorium

9.00-9.15 am      Formal welcome

9.15-10.00 am      Keynote speaker  
Professor Gerard Hastings

Concurrent sessions | Griffith University South Bank campus

10.00-11.00 am      Morning tea  
S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security

11.00 am-12.30 pm      Session 1

12.30-1.30 pm      Lunch  
S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security

1.30-3.00 pm      Session 2

3.00-3.30 pm      Afternoon tea  
S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security

3.30-5.00 pm      Session 3

5.00-6.00 pm      Session 4—Poster session      ANZMAC AGM  
S05, 2.04

6.00-8.00 pm      Welcome cocktail function  
The Shore Restaurant and Bar, Arbour View Cafes



TUESDAY 2 DECEMBER 2014

Concurrent sessions | Griffith University South Bank campus

7.30-9.00 am		ANZMAC Executive Breakfast S02, 7.16
9.00-10.30 am	Session 5	
10.30-11.00 am	Morning tea S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security	
11.00 am-12.30 pm	Session 6	
12.03-1.30 pm	Lunch S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security	AMJ Lunch S07, 2.16 / 2.18
1.30-3.00 pm	Session 7	
3.00-3.30 pm	Afternoon tea S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security	
3.30-5.00 pm	Session 8	
5.00 pm	Free evening	

WEDNESDAY 3 DECEMBER 2014

Concurrent sessions | Griffith University South Bank campus

9.00-10.30 am Session 9

10.30-11.00 am Morning tea  
S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security

11.00 am-12.30 pm Session 10

12.30-1.30 pm	Lunch S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security	Institutional Members / Heads of School Lunch S07, 2.16 / 2.18
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1.30-3.00 pm Session 11

3.00-3.30 pm Afternoon tea  
S02, 7.07 / S06, 2.02 / Undercroft (between S02 and S05)—near Security

3.30-5.00 pm Session 12

7.00-11.45 pm Gala dinner  
Brisbane Convention and Exhibition Centre

# Doctoral Colloquium Program Outline

SATURDAY 29 NOVEMBER 2014		Graduate Centre (S07)
8.00-9.00 am	Registration and Greetings	Foyer
9.00-9.15 am	Welcome from the DC Co-chairs Dr Denni Arli and Associate Professor Helene Cherrier	Room 2.16-2.18
9.15-10.15 am	An Opening Workshop— Advancing Your Early Academic Career Associate Professor Ekant Veer (University of Canterbury)	Room 2.16-2.18
10.15-11.15 am	Workshop 2— Life as an Academic, A Creative, Sustained and Fun Adventure Professor Russell Belk (York University)	Room 2.16-2.18
11.15-11.45 am	Coffee break	Graduate Centre (S07)
11.45 am-1.15 pm	PhD Presentations (see Student presentation schedule)	Room 2.16-2.19, 3.01, 3.03, 3.07
1.15-2.15 pm	Lunch	Graduate Centre (S07)
2.15-3.45 pm	PhD Presentations (see Student presentation schedule)	Room 2.16-2.19, 3.01, 3.03, 3.07
3.45-4.15 pm	Coffee break	Graduate Centre (S07)
4.15-5.15 pm	Workshop 3 Professor Rebekah Russell-Bennett (QUT) and Professor Sharyn Rundle-Thiele (Griffith) Research: Dark Art or White Magic?	Room 2.16-2.18
5.15-5.30 pm	Wrap Up Professor Sharyn Rundle-Thiele (President of ANZMAC)	Room 2.16-2.18
5.45-7.30 pm	Doctoral Colloquium Dinner	The Shore Restaurant and Bar, Arbour View Cafes

SUNDAY 30 NOVEMBER 2014		Graduate Centre (S07)
8.30-9.00 am	Continental Breakfast	Graduate Centre (S07)
9.00-10.00 am	Workshop 4— Finding Life, Leisure, and Pleasure in the PhD Treadmill Associate Professor Zeynep Arsel (Concordia University)	Room 2.16-2.18
10.00-11.00 am	Workshop 5— How to Publish from Your PhD and Create a Research Pipeline Professor Jill Sweeney (University of Western Australia) and Associate Professor Tracey Danaher (Monash University)	Room 2.16-2.18
11.00-11.30 am	Coffee Break	Graduate Centre (S07)
11.30 am-1.00 pm	PhD Presentations (see Student presentation schedule)	Room 2.16-2.19, 3.01, 3.03, 3.07
1.00-2.00 pm	Lunch	Graduate Centre (S07)
2.00-2.45 pm	PhD Presentations (see Student presentation schedule)	Room 2.16-2.19, 3.01, 3.03, 3.07
2.45-3.15 pm	Coffee Break	Graduate Centre (S07)
3.15-4.30 pm	Workshop 6—Moving Forward, Q&A Dr Zeynep Arsel (Concordia University) and Professor Geoff Soutar (UWA)	Room 2.16-2.18
4.30-4.45 pm	Closing Dr Denni Arli and Associate Professor Helen Cherrier	S07, Room 2.16-2.18

# Doctoral Colloquium Program

SATURDAY 29 NOVEMBER 2014		Graduate Centre (S07)				
8.00-9.00 am	Registration and greetings					Foyer
9.00-9.15 am	Welcome from the DC Co-chairs Dr Denni Arli and Associate Professor Helene Cherrier					
9.15-10.15 am	Opening Workshop—Advancing Your Early Academic Career Associate Professor Ekant Veer (University of Canterbury)					Room 2.16-2.18
10.15-11.15 am	Workshop 2—Life as an Academic, A Creative, Sustained and Fun Adventure Professor Russel Belk (York University)					Room 2.16-2.18
11.15-11.45 am	Coffee break					
11.45 am-1.15 pm	PhD Presentation					
	Room 2.16-2.18	Room 2.17	Room 2.19	Room 3.01	Room 3.03	Room 3.07
11.45 am-12.30 pm	When are two brands better than one? Investigating the impact of advertising dual-brands on correct branding	Trust me, I'm a (tele)doctor: Service provider's experiences of healthcare service virtualisation	Branded content—Kindling the brand romance	The role of emotions toward luxury brands in the consumers' responses to brand extensions	Advertising appeals and effectiveness in social media banner advertising. A cross-cultural study of India, Finland, Sweden and Vietnam.	New perspectives on democratisation in the luxury market: The engagement of consumers in marketplace meanings
	Presenter: Cathy Nguyen (UniSA) Reviewer: Professor Mark Uncles Professor Russell Belk	Presenter: Teegan Green (UQ) Reviewer: Associate Professor Ekant Veer Associate Professor Karen Fernandez	Presenter: Krahmalov, Jacki (UWS) Reviewer: Associate Professor Zeynep Arsel Associate Professor Helene Cherrier	Presenter: Naser Pourazed (Flinders) Reviewer: Professor Jill Sweeney (UWA) Professor Ulrike Gretzel (UQ)	Presenter: Nguyen Han (Vaasa) Reviewer: Dr Owen Wilson (Griffith) Dr Dewi Tojib (Monash)	Presenter: Jamal Abarashi (Otago) Reviewer: Professor Geoff Soutar (UWA) Associate Professor Liliana Bove (UniMelb)



12.30-1.15 pm	Strategically managing the stories of brands: conceptualising, managing and measuring the 'brand story' concept	Exploring consumer behaviour in the context of life-threatening illness	Conceptual paper: everyday utopianism and brand connection	The role of consumption externalities in consumer decisions of separated services	Flirting with a holiday destination: a study on the process of place bonding with a focus on emotions and experiences	The influence of colour and shape on brand identification and meaning
	Presenter: Mohammed Fakiha (RMIT)	Presenter: Narjess Abroun (RMIT)	Presenter: Rebecca Dare (UniMelb)	Presenter: Karen Kao (Adelaide)	Presenter: Shabnam Seyedmehdi (Otago)	Presenter: Jinyoung Choi (U of Auckland)
	Reviewer: Professor Mark Uncles	Reviewer: Associate Professor Ekant Veer	Reviewer: Associate Professor Zeynep Arsel	Reviewer: Professor Jill Sweeney (UWA)	Reviewer: Dr Owen Wright (Griffith)	Reviewer: Professor Geoff Soutar (UWA)
	Professor Russel Belk	Associate Professor Karen Fernandez	Associate Professor Helene Cherrier	Professor Urlike Gretzel (UQ)	Dr Dewi Tojib (Monash)	Associate Professor Liliana Bove (UniMelb)
1.15-2.15 pm	Lunch					
2.15-3.45 pm	PhD Presentation 2					
	Room 2.16-2.18	Room 2.17	Room 2.19	Room 3.01	Room 3.03	Room 3.07
2.15-3.00 pm	Human brands emotional attachment: the key personality characteristics of strong human brands.	The role of memory in consumer choice: does it differ for goods and services brands?	The challenges of positioning a 'broad brand': an analysis of TV broadcasting brand positioning in the digital age	The role of psychographic variables on green purchase intentions for a low involvement product	Study of Chinese 'consumption face'	Integrating green consumption dimension: consumer styles inventory (CSI) scale refinement and validation

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Presenter: Marcela Moraes (Murdoch)	Presenter: Rachel Fuller (Loughborough University)	Presenter: Claudia Gonzales (UQ)	Presenter: Aysen Coskun (Nevsehir Uni)	Presenter: Raymond Xia (Otago)	Presenter: Fred Musika (Massey)
Reviewer: Dr Stanislav Stakhovych (Monash)	Reviewer: Professor Hamen Oppewal (Monash)	Reviewer: Dr Lynda Andrews (QUT)	Reviewer: Professor Geoff Soutar (UWA)	Reviewer: Dr Shelagh Ferguson (Otago)	Reviewer: Dr Juergen Gnoth (Otago)
Professor Ian Wilkinson (USyd)	Dr Cyntia Webster (Macquarie)	Associate Professor Yelena Tsarenko (Monash)	Dr Lara Stocchi (Lboro)	Dr Umar Burki (HBV)	Dr Kaisa Lund (LNU)

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3.00-3.45 pm	Consumers' confidence in competitive positions: antecedents and effects on segment preferences	Evaluating the impact of sponsorships on sponsors' community based brand equity.	Impact of service recovery methods to Customer loyalty: a mediation of service recovery satisfaction (SATCOM) Drivers	Mixing it up: encouraging Finnish children to eat fruit	Understanding the relationships among travel motivation, service quality, perceived value, customer satisfaction and behavioural intentions in ecotourism	Changing littering behaviour among Saudi Arabian community A social marketing approach.
	Presenter: Anne-Maree O-Rourke (UTS) Reviewer: Dr Stanislav Stakhovych (Monash) Professor Ian Wilkinson (USyd)	Presenter: Lenny Vance (USC) Reviewer: Professor Hamen Oppewal (Monash) Dr Cyntia Webster (Macquarie)	Presenter: Yeah Shan Beh (UniAuckl) Reviewer: Dr Lynda Andrews (QUT) Associate Professor Yelena Tsarenko (Monash)	Presenter: Ville Lahtinen (Griffith) Reviewer: Professor Geoff Soutar (UWA) Dr Lara Stocchi (Lboro)	Presenter: Joowon Ban (CQU) Reviewer: Dr Shelagh Ferguson (Otago) Dr Umar Burki (HBV)	Presenter: Yara Almosa (Griffith) Reviewer: Dr Juergen Gnoth (Otago) Dr Kaisa Lund (LNU)

3.45-4.15 pm Coffee break

4.15-5.15 pm Workshop 3—Research: Dark Art or White Magic? Room 2.16-2.18  
Professor Rebekah Russell-Bennett; Professor Sharyn Rundle-Thiele (Griffith)

5.15-5.30 pm Wrap Up Room 2.16-2.18  
Professor Sharyn Rundle-Thiele (ANZMAC President)

5.45-7.30 pm Doctoral Colloquium Dinner The Shore  
Restaurant and Bar, Arbour View Cafes

8.30-9.00 am Continental breakfast

9.00-10.00 am **Workshop 4**—Finding Life, Leisure, and Pleasure in the PhD Treadmill **Room 2.16-2.18**  
Associate Professor Zeynep Arsel (Concordia University)

10.00-11.00 am **Workshop 5**—How to Publish from Your PhD and Create a Research Pipeline **Room 2.16-2.18**  
Professor Jill Sweeney (University of Western Australia) and Associate Professor Tracey Danaher (Monash University)

11.00-11.30 am Coffee break

11.30-1.00 am PhD Presentation 3

Room 2.16-2.18 Room 2.17 Room 2.19 Room 3.01 Room 3.03

11.30 am-12.15 pm The conceptualisation and measurement of negative engagement  
Should Foreign Brands Localise Their Packaging? A Comparison Of Hedonic And Utilitarian Products  
Enabling customer insights through learning based on real-time customer analytics  
The influence of consumer motivations on eWOM contribution: Do individualist and collectivist cultural characteristics matter?  
Healthy Eating in the Australian Defence Force: A Social Marketing Study

**Presenter:** Loic Li (UniAuckland) **Presenter:** Khan, Huda (UniSA) **Presenter:** Stefanie Kramer (Deakin) **Presenter:** Saranya Labsomboonsiri (QUT) **Presenter:** Carins, Julia (Griffith)  
**Reviewer:** Professor Jenni Romaniuk (UniSA) **Reviewer:** Dr Liliana Bove (Uni Melb) **Reviewer:** Associate Professor Tracey Danaher (Monash) **Reviewer:** Professor Aron O'Cass (UTas) **Reviewer:** Dr Swetlana Bogomolova (UniSA)  
**Reviewer:** Dr Jimmy Wong (Monash) **Reviewer:** Professor Geoff Soutar (UWA) **Reviewer:** Professor Peter Thirkell (VUW) **Reviewer:** Dr Stephen Dann (ANU)

12.15-1.00 pm Factors Impacting Food Decision Making Amongst Consumers with Special Dietary Needs in the Purchase of Processed Packaged Foods in Supermarkets  
The influence of marketing communications on the evolution of shopper behaviour in both offline and online retail channels  
The Antecedents of Donor Retention for Non Profit Organisations at Tanzania Education Authority: An Empirical Analysis  
The Effects of Social Setting and Portion Size on Food Consumption Amount  
On premise alcohol consumption: A stakeholder perspective in social marketing

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Presenter: Elizabeth Andrews (USQ)	Presenter: Jason Pallant (Monash)	Presenter: Michael Mawondo (Deakin)	Presenter: Marcus Tan (Bond)	Presenter: Nuray Buyucek (Griffith)
Reviewer: Professor Jenni Romaniuk (UniSA)	Reviewer: Dr Liliana Bove (Uni Melb)	Reviewer: Associate Professor Tracey Danaher (Monash)	Reviewer: Professor Aron O'Cass (UTas)	Reviewer: Dr Svetlana Bogomolova (UniSA)
Dr Jimmy Wong (Monash)	Professor Geoff Soutar (UWA)		Professor Peter Thirkell (VUW)	Dr Stephen Dann (ANU)

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1.00-2.00  
pm Lunch

2.00-2.45  
pm PhD Presentation 4

Room 2.16-2.18

Room 2.19

Room 3.01

Room 3.03

2.00-2.45  
pm

Can nudging principles encourage behaviours associated with obesity prevention?

Presenter:  
Amy Wilson (UniSA)  
Reviewer:  
Professor Janet Hoek  
Dr Nadia Zainuddin (UOW)

Sensory Perception, Attitudes and Decisions: Haptics and the Need for Touch

Presenter:  
David Harris (CQU)  
Reviewer:  
Professor Peter Danaher (Monash)  
Dr Stephen Dann (ANU)

How Valence and Arousal Affect Unplanned Buying Behaviour

Presenter:  
Abedniya Abed (Monash)  
Reviewer:  
Professor Andrew Parsons (AUT)  
Professor Jill Sweeney (UWA)

Market Participation and Market Mobility of Smallholder Farmers in a Developing Economy

Presenter:  
Marcia Kwaramba (Monash)  
Reviewer:  
Professor Ian Wilkinson (USyd)  
Dr Junzhao Ma (Monash)

2.45-3.15  
pm Coffee break

3.15-4.30  
pm Workshop 6—Moving forward and Q&A  
Dr Zeynep Arsel (Concordia University) and Professor Geoff Soutar (UWA)

Room 2.16-2.18

4.30-4.45  
pm Closing  
Dr Denni Arli and Associate Professor Helene Cherrier

Room 2.16-2.18